



GSA Office of Government-wide Policy



18th Annual GSA Achievement Award for Real Property Best Practices and Innovation

Office of Asset and Transportation Management
2015 edition

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Introduction

The GSA Achievement Award for Real Property Best Practices and Innovation publication is made possible through the collaborative efforts of the U.S. General Services Administration's (GSA), and the Federal agencies that participated in the 2015 GSA Achievement Award for Real Property Best Practices and Innovation Program. The publication highlights and recognizes best practices and innovative projects in Federal asset management, sustainability and workplace innovation.

This is an annual publication of GSA's Office of Government-wide Policy's (OGP), and produced by the Office of Asset and Transportation Management led by Deputy Associate Administrator Alex J. Kurien in Washington, DC.

For information about the GSA Achievement Award for Real Property Best Practices and Innovation, please contact Patrice Walker, Program Manager, at 202-208-7639 or patrice.walker@gsa.gov or visit www.gsa.gov/realpropertyaward.



Asset Management

This award recognizes exemplary initiatives, best practices, innovations and projects in Asset Management and communicates these cutting-edge ideas to agencies striving to improve their real property management. Achievements are related to asset management planning, inventory management, performance management, utilization and disposal of real property, transportation and infrastructure improvement and portfolio optimization.





Previous page, top photo: NASA Hangar One before NAVY Remediation. Previous page, bottom photo: NASA Hangar One after NAVY Remediation. Above photo: NASA Google MFA Lease Airfield Oblique

Winner

National Aeronautics and Space Administration, Ames Research Center

NASA/Planetary Ventures LLC Lease of Moffet Federal Airfield

Of the many recent out-leases transacted by various federal agencies, NASA's 60-year, \$1.12 billion lease of Moffett Federal Airfield ("MFA") stands out both for its complexity, economics, and positive long-term impact on the local community. This transaction involved negotiating a National Historic Preservation Act lease and operations hand-over for a 1,000-acre limited-use federal airfield for use by Planetary Ventures LLC (wholly owned by Google, Inc.) and continued use by NASA itself, the California Air

National Guard, and other government airfield users. It further involved negotiating terms for the renovation and reuse of iconic historic Hangar One as well as historic Hangars Two and Three that collectively comprise over 1.2 million square feet of exceptionally challenging rehabilitation work due to their age, condition, and use limitations. Additionally, NASA and its tenant had to jointly determine how to allocate maintenance responsibility for and how to plan for the future separation of water, sewer, gas, electricity, and

storm drain utility systems running through the sprawling property. Finally, the lease provided terms for the upgrading and continued operation of the 18-hole Moffett Field Golf Course that was part of the property offering.

What makes the MFA lease innovative is that NASA used a long-term lease in lieu of a traditional property disposal by sale process. Using a lease saved considerable time and accelerated the government's realization of value. Less than nine months elapsed from Planetary Venture's selection for negotiations in February 2014 to lease signing in November 2014. This is in sharp contrast to the time needed to excess and sell federal real property or closed military installations that often takes years, and sometimes decades, to transfer when a traditional disposal by sale process is utilized. One key to achieve this success was NASA's partnership with GSA to formulate and issue a Request for Proposal for the airfield in May 2013. Teams from both agencies—with both local field and headquarters level staff assigned to the project—worked in collaboration to support the MFA offering and selection process.

The MFA lease will generate a total of \$1.12 billion in lease rental payments to NASA, and the space agency will also save \$380 million in annual airfield operating costs—a total of \$1.5 billion in economic benefits to the Government. As NASA Administrator Charles Bolden said: “[a]s NASA expands its presence in space, we are making strides to reduce our footprint here on Earth. We want to invest taxpayer dollars in scientific discovery, technology development and space exploration—not in maintaining infrastructure we no longer need.”

This deal will positively impact Silicon Valley's future prosperity by activating an under utilized property in the heart of the valley. Once renovated, Hangars One, Two and Three will be used by Planetary Ventures/Google for research and development, assembly, and testing in the technology areas of space exploration, aviation, rover/robotics, and other emerging, cutting-edge technologies—these colossal hangars will now serve a new life as Silicon Valley's ultimate ‘maker’ space, generating ideas, technologies, products, and jobs.

Asset Management Recognized Entries

Honorable Mention

Department of State Bureau of Overseas Buildings Operations

Directorate of Planning and Real Estate

Office of Acquisitions and Disposals

U.S. Embassy in Vienna's Joint Venture Housing Project

In late 2009, the U.S. Embassy in Vienna owned two residential compounds with 21 outdated residential units that did not meet life safety or security standards. Despite the deficiencies, the property was situated on 5.5 acres in a prestigious residential area that was well connected to both the Embassy and American School. In addition, the zoning on the properties had increased such that significantly more units could be constructed. Unfortunately, funding was not available to either renovate the existing housing or construct new housing to maximize the development potential.

This presented a unique opportunity for the U.S. Department of State's Bureau of Overseas Buildings Operations (OBO) and its Asset Management Division, which manages the buying and selling of diplomatic real estate for the U.S. Government (USG) overseas. OBO's portfolio includes more than 2,500 government-owned properties in 275 embassies and consulates in 190 countries.

The solution was a joint venture project that would swap the land, and its zoning potential, for new housing units built to meet the USG's operational, security, and sustainability standards. After a competitive process, OBO selected KND Developments, an Austrian developer, to deliver 40 new, high-quality units in exchange for this development potential.

The project was recently completed ahead of schedule and the Embassy will take possession of the new housing in late 2015. The project has been very successful based on several different measures:

- First Property for Units Swap – First swap of its kind in OBO history

- Increased # of Units – Replaced 21 old units with 40 new, efficient units that meet standards
- Financial Success
 - Received \$46 million in housing in exchange for \$27 million in property
 - Annual rent savings of \$1.045 million
 - Achieved a rate of return over twice the U.S. Government cost of capital
- Saved Time – Units were constructed in 50% less time by leveraging local expertise
- Advanced Sustainability – First OBO ultra-green units build to BREEAM standards
- Established New Delivery Method – Created internal support for new approaches

The Vienna Joint Venture Housing Project is an excellent example of how innovative asset management approaches can convert underutilized real estate into high performing end products. This is consistent with OBO's goal of effectively managing its diplomatic real estate portfolio. It is also aligned with the Government Accountability Office's (GAO) 2015 High Risk Report, which urges federal agencies to dispose of, or secure value from, its underutilized properties. With limited acquisition costs, OBO traded underutilized property for new units, achieved its sustainability goals, increased its number of units by 90%, and retained a desirable location.

Through the success of this project, housing joint ventures are now considered a viable delivery method that can achieve solid financial returns, while obtaining residential units that meet the critical requirements of the embassies and consulates. Currently, the strategy is being

evaluated at U.S. Embassies in Panama, Dhaka, Seoul, Bangkok, and Mexico City.

Special Achievement

General Services Administration, Public Buildings Service, Mid-Atlantic Region

Mid-Atlantic Region Custodial Contract Cost Reduction Team

GSA PBS Mid-Atlantic Region has been seeking to reduce their operations and maintenance costs over recent years. In February 2014, Mid-Atlantic Region fully committed to finding further cost reductions by establishing the PBS Mid-Atlantic Region Custodial Contract Cost Reduction Team that specialized in service contracting. This contracting team worked with multiple parties in order to achieve cost reductions.

The team evaluated each contract coming up for renewal, month by month, starting with the May 1, 2014 start date. The negotiations lasted until all Government-owned properties in GSA's inventory had their custodial services reviewed, which was approximately one year.

The new custodial contracts impact federal facilities across the Mid-Atlantic Region. The contracts impact over 30 federal agencies including but not limited to the Courts; Department of Commerce, Department of State; FBI; FDA; ICE; U.S. Department of Justice; and the IRS.

The team worked hand in hand with AbilityOne, contractors, field offices, and the facilities

services and management divisions. Regular meetings and communication was established between AbilityOne and GSA leadership. The contracting group and the facilities services division had frequent meetings to discuss lessons learned, to brainstorm, and for problem resolution. This enabled the contracting officers to prepare for potential situations that may arise during negotiations. GSA partnered with AbilityOne to look for efficiency in operations and cost saving opportunities. Open and frequent communication helped resolve bottlenecks in the process and discuss and resolve commonly found issues.

Each custodial contract in Government-owned space was reviewed to see if efficiencies could be made within the contract. A subject matter expert was brought in by AbilityOne to help realize those efficiencies in some cases.

Negotiations included using productivity standards and cleanable square footage, rather than rentable square footage. Previously, contracts were negotiated using only rentable square footage. With cleanable square footage, the square footage of space actually cleaned is accounted for. With only rentable square footage in the contract, space for items such as multi-story atriums is included in the square footage of cleaning. Using cleanable helped the parties focus on what was actually being cleaned.

Other items that require a different level of cleaning are negotiated separately from the standard cleaning. An example of this would be a child care center that would require a higher level of cleaning than standard office space.

While the cleanable square footage tool is already a national program, the way Mid-Atlantic Region Custodial Contract Cost Reduction Team implemented this tool, as described in the submission, was a unique approach. Project Manager Stephanie Hill shared the Region's approach at a national AbilityOne POC meeting in March 2015, to share best practices and potentially help other Regions replicate these contracting actions on a national level.

GSA was able to achieve consistency and efficiency by having the same eight contracting officers work on the negotiations. Having a specialized contracting group empowered the Government with a deep understanding of the market conditions, service contract act regulations, and PBS financial management and cost accounting principles. Scopes were reviewed to ensure the building was getting the services it truly needed. Field office representatives walked the locations to insure building data was accurate. They were also vital in working with the on-site custodial staff and informing the contracting group of actual on-site conditions. The Government and the contractors worked together to come to an agreement on the final cleanable figures.

Contracts were also aggregated to achieve efficiency and cost savings. Using the skills of the negotiation teams, the savings were significant. In one case, an aggregated contract in Philadelphia saved \$350,000 per year, with a total savings of \$1.4 million for the four-year period of FY2015 - 2019. In another case, GSA was able to save \$75,000 in FY2014 through a contract impacting Camden and Trenton, NJ, area facilities. A new custodial contract established in FY2015 for the U.S. Post

Office and Courthouse in Pittsburgh, PA saved \$170,000.

Overall, the total savings throughout this initiative by the team saved the taxpayers approximately \$1.08 million (FY2014 savings of \$539,500, FY2015 savings of \$540,000), with estimated savings of \$4.2 million throughout the life of those contracts. The savings were across approximately 50 federal buildings and 40 contracts. These savings are long lasting because it essentially “resets” the contract pricing for future option/out year pricing.

In addition to the cost savings to the taxpayer, the Government is receiving the benefits of a more efficient custodial staff. Parties involved demonstrated increased communication, partnership, and an understanding of the requirements. All parties – governmental and nongovernmental – worked together to save funds for both GSA and the taxpayers. The partnership was exemplary.

U. S. Department of Commerce

Rent Reduction Initiative Program (RRIP)

“Ensuring space overages are put to rest”

Agencies have seen their rent increases eat into their mission operational funding during the past five years. To combat the growth, the Office of Management and Budget’s memorandum M-12-12 and subsequent management process memoranda have set clear goals for agencies to freeze and then reduce space to mitigate rent growth.

The Office of Real Property Programs (ORPP) has accepted the challenge to right size the Department of Commerce’s (DOC) portfolio. To accomplish this, it has developed and implemented a series of inter-related processes and policies that are collectively called the Rent Reduction Initiative Program (RRIP). Upon completion, with collaboration of DOC’s 12 Operation Units, it will “rip” down inefficient space by the most economical means and provide them with space suited to their mission needs. The linkage between immediate cost savings of implementing RRIP to use space more efficiently was used to capture the OUs attention.

The RRIP is a wonderful program because it supports rent decreases that negatively affect actual mission operational funding and unnecessary growth that the government wants to curtail through clear goals to freeze and mitigate rent growth. The RRIP implemented tools to ensure these goals were met such as applying sound analysis, resource prioritization, and working processes to space and design layouts.

ORPP ensured that RRIP was a program that collaborated and used existing GSA real estate tools. Since 2013, ORPP has sought out opportunities to use the Client Portfolio Planning process. This process helped obtain upfront move and construction funding through GSA’s Consolidation Fund. Additionally, ORPP ensured that it made use of the Furniture and Information Technology (FIT) program where possible. ORPP ensured that the RRIP instituted full collaboration between GSA and DOC’s OUs to make full use of preliminary workplace engagements.

The following document will demonstrate how the RRIP pilot program provides key elements for establishing a more efficient asset management process to reduce real estate costs throughout the government. Through implementation of needed policy direction and instituting collaboration within cross functional teams, DOC OUs and GSA, RRIP will remain in the forefront to build strong foundational requirements. Additionally, the document addresses how the program broke through cultural office paradigms to build a new movement of office space idealisms. The RRIP faced various challenges as it related to implementing the program on two different facility scales—headquarters and regional; moreover, challenging funding issues were address and conquered throughout the process.

**General Services Administration,
Public Buildings Service,
Greater Southwest Region**

Operating Costs Reduction via R7 Spec Lite

A \$30M reduction in the Operating Cost Budget for FY16 was announced. Guidance received from Central Office was for each region to develop a regional plan to make these cost reductions happen. Each region was provided a target for savings and anecdotal information about potential cost cutting measures.

The R7 team decided there needed to be a systematic approach as well as a defined strategy to achieve this Herculean task. Brainstorming proved fruitful. R7 has been the

leader in using technology and decided now was the time to leverage the technology to achieve cost savings.

The Spec Lite Team decided to redefine the way the service contract specifications are written to incorporate the use of technology and automation. Technology used in buildings includes building automation systems which can monitor equipment remotely as well as start and stop equipment. Alarms are also a key feature for building automation, sending information to the property managers and building engineers on specific problems in a building.

The Facilities Management and Services Program Division utilized a master specification that had been issued by Central Office and developed through collaboration with the regions. The specification was under constant revision in order to capture new requirements, regulations and mandates. The original master specification issued in 1999 was 120 pages and included sections a-n. The master specification issued in 2012 was a whopping 247 pages and only included sections c and h.

Knowing that there are many contractors who submit proposals for service contracts across the eleven regions, the team felt it was necessary to identify how the R7 Spec Lite was different from the master specification. In order to do this, areas that were modified or removed were not deleted from the document but the specific areas were struck through. This allowed the contractors to clearly see the changes to the document. Another key part of the strategy was to make certain the contractors knew what was expected of them

during the bid process. This was accomplished by making the pre-proposal meeting mandatory. A senior person in the operations branch was then responsible for ensuring the changes were clearly articulated to the contractors and the expectation was set that the pricing was expected to be much lower than in the past. Changes included the elimination of standard daily tours of the building. This requirement can take a couple of hours each day for a large building. It basically is having a member of the O&M staff walk the building looking for problems. With building automation, the alarms will notify you of an event and where it is happening. Elimination of the tours translates to costs directly since this person would now be able to perform a different task. This translates to a reduction of manpower.

While the alleviation of building manager tours and the enhanced use of building automation systems and remote monitoring reflect some of the most obvious areas of savings, the key to success has been a comprehensive project team approach. Highly experienced experts in all aspects of building operations and government procurement worked collaboratively in a line-by-line review of contract specifications, detailed discussions with vendors and agency experts, and a careful re-write of the contract to deliver the Spec-Lite

The expectation for the new service contract awards was a reduction of 20% in pricing. What has been realized is a savings of approximately 30% for contracts in excess of \$10M over the contract term (10 years for operations and maintenance, 5 years for custodial and 5 years for full maintenance) and approximately 20% for contracts less than \$10M over the contract term.

Department of the Navy Federal Agency Transfer - 624 Acres at the Former Naval Air Station Alameda, CA

The Naval Facilities Engineering Command (NAVFAC), Base Realignment and Closure (BRAC) Program Management Office (PMO) is responsible for implementing all BRAC actions including environmental remediation, stewardship and disposal of real property assets. A key element of the BRAC PMO mission is to expeditiously dispose of BRAC real property at the least cost to taxpayers. Finding innovative solutions is paramount.

The former Naval Air Station Alameda (NAS Alameda) is located in the east San Francisco Bay Area. In 1993 the Defense Base Realignment and Closure Commission (BRAC) recommended its closure and operations ceased in 1997. In addition to a multitude of environmental sites requiring remediation, significant real property disposal challenges included wetlands protection, an on-site colony of endangered California Least Terns (CLT), and competing interests amongst external entities regarding redevelopment. Given this confluence of liabilities, developing a successful disposal strategy was particularly difficult.

Independent of the base closure, the Department of Veterans Affairs (VA) was reviewing government and private sites to locate new facilities. The VA needed 100 acres to construct a world class clinic and cemetery to serve the San Francisco Bay area. Market research indicated a scarcity of private property

meeting their requirements and prohibitive acquisition costs.

An agreement in principle was reached between the Navy and VA which furthered each agencies objectives; the Navy would transfer former NAS Alameda acreage to the VA at no cost in return for the VA accepting both developable and non-developable land, including a former landfill and on-site endangered species.

In 2011, a creative agreement was reached by the Navy, VA, US Fish and Wildlife Service (Service), and City of Alameda (City) highlighting exceptional cooperation. This multi-agency effort involved the VA utilizing an additional 74 acres which was previously planned for conveyance to the City. The additional acreage allowed the proposed VA facilities to be constructed further away from the CLT colony to alleviate concerns. In return for the City foregoing the 74 acres, the VA agreed to increase the capacity of utility infrastructure for the City to offset development costs. The Navy, VA, USFWS and City worked collaboratively and a Biological Opinion supporting the project was issued by the Service in 2012 and the revised site plan was accepted by all key stakeholders.

In June 2014, the federal agency to federal agency transfer of 624 acres was successfully executed. The Navy's innovative efforts in real property stewardship and disposal facilitated mission accomplishment for 3 federal agencies and the City. Extremely challenging property was transferred allowing the VA to meet the critical goal of providing service to our nation's veterans, while also meeting Navy BRAC mission. The Service was able to implement a comprehensive program to expertly steward the on-site endangered species in perpetuity,

and the City significantly reduced future redevelopment costs. In addition to these extraordinary results, the future VA and City developments will be a catalyst for economic recovery while reducing Department of Defense carrying costs. In all, a truly innovative effort that embodied best real property management practices.

Department of Transportation

FAA Comprehensive Portfolio Management Process

The Department of Transportation (DOT) manages close to 60,000 assets in its real property portfolio. Effective asset management is a key priority for all government agencies given the high dollar value of these assets and related on-going costs. DOT's Federal Aviation Administration (FAA), as the largest holder of DOT real property, has made significant strides to implement innovative approaches to managing the portfolio. FAA's strategic innovations have led DOT's corporate efforts to implement metric-focused asset management practices. In 2014, FAA implemented a comprehensive portfolio management process to better manage DOT's portfolio of real property assets.

FAA worked to address a number of modal challenges including:

- Budget shortfalls and continuing resolution funding challenges
- Lack of coordination on real estate needs amongst the modes and lines of business.

- Lack of critical data and performance metrics to make decisions
- No standardized, formal process that can be consistently followed
- Siloed management of the real estate portfolio both within FAA HQ and across nine FAA regions

In response, the FAA developed an innovative three workstream coordinated approach:

- Strategic Planning: identify and prioritize opportunities
- Space Solution Proposal (SSP): formalize decisions, site scenarios and cost estimates
- Rent Management: make payments and develop rent and associated lease cost budgets

Strategic Planning has helped FAA narrow its portfolio focus to the top 20 metropolitan areas, which account for 60 percent of total space and personnel, and 85 percent of total rent costs. The SSP process has increased collaboration and fostered improved knowledge management tools used to document and track the progress of projects and key project details. Rent Management has resulted in standardized methodologies and reduced variance between projected and actual budgets for all FAA real estate portfolios.

The three workstream approach has resulted in an FY15 administrative space portfolio rent reduction of \$2.5M from 12 recently completed projects and 6 projects completed to date in FY15 for FAA. These 18 projects are projected to further reduce rent cost by \$400,000 in FY15.



Sustainability

This award recognizes exemplary initiatives, best practices, innovations and projects in Asset Management and communicates these cutting-edge ideas to agencies striving to improve their real property management. Achievements are related to asset management planning, inventory management, performance management, utilization and disposal of real property, transportation and infrastructure improvement and portfolio optimization.



Photo: NASA Langley Research Center - Integrated Engineering Services Building

Winner

General Services Administration, Public Buildings Service, Mid-Atlantic Region

Mid-Atlantic Region NASA Langley Research Center, Integrated Engineering Services Building Project Team

The GSA Mid-Atlantic Region NASA Langley Project Team completed the design and construction project for the NASA Langley Research Center (LaRC) Integrated Engineering Services Building (IESB) in Hampton, VA. Completed in September

2014, this \$52 million, 138,371 gross square foot LEED Gold facility provides NASA with a campus-wide new conference center facility for approximately 3,000 employees and up to 300 visitors per day. This project helped achieve NASA's goal of reducing real estate and space,

as 172,000 square feet of antiquated, inefficient buildings were demolished as a result of this project.

The NASA IESB project completes the second new facility under NASA's 20-year Revitalization Plan. The concept began in 2003 when NASA partnered with GSA to develop a modernization plan for the LaRC campus. The 20-year plan includes eight new, state-of-the-art facilities, renovation of critical infrastructure and demolition of non-essential assets, all of which enable LaRC to respond to the strategic and infrastructure challenges of their agency.

The goals of the revitalization plan included reducing the footprint of the campus; incorporating a healthy, pedestrian-friendly environment similar to a college campus; and transforming the remaining infrastructure to be energy efficient, sustainable, and adaptable to changing mission and societal needs. These goals are fundamental to ensuring LaRC remains a critical research and development center for NASA and the Nation well into the 21st Century.

The project team focused on sustainable design and energy conservation features when

developing the project. In February 2015, the project was awarded a Leadership in Energy and Environmental Design (LEED) New Construction 2.2 Gold certification by the U.S. Green Building Council. In June 2015, the IESB project received a 2015 AIA Northern VA Chapter Design Award of Merit for Institutional Architecture, recognition for building design projects involving structures for the government. In August 2015, the project team was advised by U.S. Department of Energy that it will receive the 2015 Federal Energy and Water Management Program (FEMP) Project Award for the Better Buildings Project: Savings Data category (Award ceremony is Oct. 2015). Also in August 2015, the project team was advised they will receive the 2015 Engineering News-Record Southeast Regional Best Project Award of Merit for Green category in a ceremony planned for November 2015.

The project completed by the GSA Mid-Atlantic Region project team for NASA IESB supports our agency's important mission to deliver the best value in real estate, acquisition, and technology services to our government stakeholders and the American people.

Sustainability Recognized Entries

Honorable Mention

Department of the Navy

Navy Region South- west Sustainable Interior Showroom

Navy Region Southwest (NRSW) developed and maintains a Sustainable Interior Showroom (SIS) to showcase sustainable office furniture and equipment to demonstrate the value and quality of recycled products. This enables Navy and other federal agencies to examine and test sustainable products and gather information to assist in streamlining their purchasing processes.

NRSW comprises 10 naval installations, 64 fleet ships, 570 aircraft and associated ranges, personnel housing and other activities across California, Nevada, Arizona, Utah, Colorado, and New Mexico. More than 320,000 active duty, dependents, reserve, and civilian employees work and reside on the installations with a plant replacement value of \$28 billion

and nearly 12,000 structures as well as 13,000 housing units. These complex facilities and operations involve huge amounts of furniture, fixtures and equipment (FF&E) for new and renovated buildings including offices, housing, operations and command centers, and range complexes.

Recognizing the substantial continuing investment in FF&E, the need to divert wastes from landfill disposal to support NRSW's goal of zero net waste by 2035, and to support the San Diego area recycling economy through utilization of recycled office products, NRSW created the SIS to showcase sustainable office furniture and interior office finishes. The SIS program consists of three phases. The first phase completed in 2009 was the physical showroom consisting of a demonstration area and product library displaying sustainable choices for products commonly required for building interiors.

The showroom enables visitors to examine and test sustainable products as well as gather

information to assist in streamlining their purchasing processes while satisfying multiple manufacturer's bids and "green" procurement requirements.

Phase 2 of the program addressed the standardization of FF&E purchased for construction projects. Phase 3, initiated in February 2015, will incorporate standardization on sustainability and warranty requirements into all Navy FF&E — totaling approximately \$510M annually — through Naval Supply Systems Command (NAVSUP) Blanket Purchase Agreements (Spiral 3) for all Navy beginning in 2016. Anticipated annual savings to the Navy for Phase 3 is estimated at nearly \$40M as a result of longer warranty periods for sustainable FF&E.

The SIS also showcases typical office settings in a very efficient layout and smaller footprint. The SIS packs many requirements into a small space to showcase responsible management of floor space. The SIS also showcases products that support GSA's Zero Environmental Footprint Initiative. NRSW is able to demonstrate for other federal agencies the best use of office space, minimize demand on limited energy resources, reduce impact to indoor air quality and move towards zero waste as furniture reaches end of life cycle.

The SIS has been utilized by a wide range of government agencies and businesses in the San Diego area, and has been visited by Army, Air Force, GSA, and VA designers and

procurement officials. The integration in a comprehensive environmental sustainability program of sustainable FF&E showcased in the SIS provides a model for other federal agencies.

Special Achievement

General Services Administration, Public Buildings Service, Pacific Rim Region

Menlo Park, CA

Menlo Park campus made significant strides in identifying and curbing its water usage intensity. Since April 2014, when the action items were first implemented, the campus decreased its water consumption by 71.4% or 222,000 gallons of water saved over a 6-month period. This type of savings is especially crucial in light of the fact that California is currently going through its worst drought period ever. The facility is currently 8% below its baseline year for water. It has also achieved a 31% water reduction from FY13 compared to FY14 using both modern technology and no cost solutions.

In April 2014 the California Water Service conducted an on-site analysis of the water readings at Menlo which assisted the staff in identifying specific areas where the readings were unusually high.

Building #1: Readings yield an abnormal flow rate in a vacant building. A ruptured supply line was found. The water had been draining into an abandoned drain line leading directly into the

city sewer system. The supply line has been capped with a shut-off valve prior to the break. Since capped, the water usage for this meter has dropped from 10,472 gallons to 20 gallons per day which indicates a 99.8% decrease. At an average \$8.31 per thousand gallons, approximate savings are estimated at \$2,763 per month.

Childcare Center: Meter readings indicated a break in the irrigation line within the playground. A branch irrigation leak was located underneath a concrete slab within the playground. The broken segment was capped off and new branch line was installed to reconnect to existing the outlet. Meter readings have been significantly reduced. In addition, parcels of grass were taken out and replaced with artificial turf in the play yard to reduce water consumption.

Building 3/15: Sonic detection readings indicated a massive leak beneath large oak tree roots. After excavating, it was found that roots crushed the PVC elbow joint causing a steady leak which found its way into a sink hole for drainage. When no saturation occurs above ground, it is very difficult to find the source of a leak. The use of new technology assisted greatly in investigating this situation. Readings were dramatically reduced after piping was repaired.

1. 13 locations of leaks throughout the grounds were discovered. Most lines were removed from areas that did not need to be irrigated. As a result, nearly half of the campus

grounds were eliminated from using any irrigation. All timers were adjusted to follow a strict schedule of 3 times a week, 1 hour intervals per night.

2. A system of reclaim for the building's 15 cooling towers was also established. Since this is a 24/7 special use building that requires constant volume and constant temperature, the cleaning of the cooling towers are done on a weekly basis. Instead of draining the water while cleaning, O&M reclaims and filters the water with a unique piping and filtration system at the base of the tower. This now results in nearly 150 gallons of treated water reclaimed every week.

General Services Administration, Public Buildings Service, Northwest/Arctic Region

The Northwest/Arctic Green Teams Program

The Northwest/Arctic Region Green Teams program brings together 'green' champions from all Federal agencies within Federal buildings to promote behavior changes that contribute to improve our buildings' performance levels. Influencing change in occupant culture and behavior is an effective way to reduce our collective environmental footprint, which in turn supports the goals identified in Executive Order 13514.

The program began in the fall of 2010 with the development of a guide that walks teams through seven simple steps to launch a green team, sustainability 101 training, and tools and templates that facilitate the creation of the team

and associated activities. These resources are available at www.gsa.gov/r10greenteams. The first Green Team began at the GSA Regional Office. The team that created the program felt it was important to understand the perspective of tenants and to walk-the-talk to successfully implement the program region-wide.

Subsequently, the Program Manager identified additional buildings to serve as part of a pilot program. The six buildings were the Jackson Federal Building and Federal Office Building in Seattle, Washington; the Pioneer and Hatfield Courthouses in Portland, Oregon; the Morse Courthouse in Eugene, Oregon; and the Foley Courthouse in Spokane, Washington.

The two-prong approach begins with the first prong; leadership buy-in in the building, and proceeds by connecting sustainability to each agency's goals, specifically their Strategic Sustainability Performance Plan. The Program Manager facilitates a meeting with agency leadership within the space establishing the foundation and commitment to the Green Team. The agencies identify a Champion for the Team as well as their members. Approximately two weeks after the leadership meeting, the Green Teams' Program Manager facilitates the building's Green Team membership.

This connects the program to the second prong—the grass roots effort in the space. This is accomplished by tying the team to the EO 13514, and the connection to their agency goals. It then builds on ideas the team suggests to facilitate change within the building. The team finalizes their charter by identifying their goals and activities for the year, establishing a meeting frequency, and selection of a Team Chairperson.

The Green Teams influence more change

to green practices within a building with this bottom-up, grass-roots approach, than would be possible if building management pursued operational changes from the building management level down to the tenants. Often, the Team conceives many more creative ways to change building operations than GSA would have, and often adopt ideas that would have been opposed had building management proposed it. It also compliments GSA's pursuit of LEED EB O&M for operational excellence. The Green Teams Program Manager continues to host quarterly conference calls for Green Teams to exchange ideas and best practices.

General Services Administration, Public Buildings Service, Southeast Sunbelt Region

Single Stream Recycling Process Improvement

With government mandates to increase recycling and divert waste from landfills...my initial approach to encourage recycling was through educating tenants and contractors on what is accepted as recyclable material in the single stream process. Listed items (cans, paper, cardboard, plastic, etc.) were collected in blue recycling cans; all other waste was to be placed in a designated garbage can. In addition, I relocated trash cans to make people think and decide if something was recyclable. Recycling cans were kept desk side for ease of use, while true garbage collection cans were kept in a central office place. The contractors would remove the items to be recycled and the garbage from the offices each day and take to the dock where they would place the materials in the proper dumpster. Two different vendors

would come to the building and pick up their respective materials 5 days a week.

With the new Wet/Dry approach to recycling, the only true wastes generated in an office type setting are food waste and paper towels, tissues and items from the restrooms. Collection is done by different colored garbage bags; all the restrooms use black garbage bags and everything else is collected in clear bags. This enables everything to be hauled out of the building by one vendor in one truck. The bags are taken to a sorting facility; black bags are manually removed and disposed of. The clear bags are opened and sent through a series of machines that sort and separate the various materials. This method reduces the work load on the contractors and also alleviates the decision making process of which can to use. The garbage dumpster has been replaced with a recycling dumpster and the need for an extra truck and driver to pick up materials is gone.

The overall success of this program can be measured by the increase in waste diversion from the Mazzoli Federal Building. Prior to the implantation of the Wet/Dry program, waste diversion for this location averaged 48%. After the inception of the program, waste diversion is now over 94%! I have also implemented a program for capturing the food waste. Food waste is collected for organic compost. I worked with the cafeteria vendor to collect food scraps from his cooking prep as well as uneaten food left on plates and returned to the dish room. The compost is collected in several conveniently placed sealed bins and picked up 3 days a week. The cost of composting is offset by the reclaimed materials in the Wet/Dry program.

General Services Administration, Public Buildings Service, Northwest/Arctic Region

Bottle Refill Stations Anchorage Federal Building

The whole idea behind the bottle refill station was a result of supporting the GSA PBS mission statement in “providing superior workplaces to federal customer agencies” and by attempting a new approach to meeting our waste reduction measures and the intent behind EO 13514. Customer satisfaction with the initial unit installed is so great that our tenants are now willing to provide funding to GSA, including GSA’s 4% fee, for installation of these stations in their own space. At an average sale price of \$2.50 per liter bottled water, the refill stations installed have resulted in—

- a cumulative savings \$83,990;
- reduced the amount of local landfill waste by 2,520 lbs (or 1%);
- reduced local landfill plastic waste by 33,596 bottle; and
- CO2 reduction of 10,612.9764 lbs;

Our property manager has installed three bottle refill stations; one within the last two weeks which isn’t part of the figures above. As the Field Office Manager for Alaska, I have requested funding for purchase and installation of three bottle refill stations for each of my federal building throughout the state in my FY16 BA61 budget. Field Office and Property Managers in other states have requested product details and how they can implement this idea/strategy in their facilities. Because the purchase and installation of the bottle refill station is below

the micro purchase threshold, we have been able to execute these projects through property management, thereby alleviating other valuable resources in project management or contracting. To date we've experienced zero challenges in this endeavor (unless you consider increased tenant demand for more units to be a challenge).

This is a small innovative improvement over existing systems that has had a profound effect in the areas of sustainably reducing energy usage, CO2 emissions, and reducing waste at good economies to the taxpayer, our customers, and the Federal Government.

Nearly any analogy in use today can be applied to bottle refill station strategy; "crawl walk run," "tortoise and the hare," "baby steps," "ripple effect" - they all apply. We took a small idea from our property manager and are now applying it throughout our inventory in the coming year. It was not our intention to quantify savings when we began this project; it was simply a way to improve customer service and divert waste from the landfill. But I would define success by the numbers we've produced over the last 12 months in one building with two bottle refill stations purchased and installed below the micro purchase level. We have sustainably—

- saved \$83,990;
- reduced the amount of local landfill waste by 2,520 lbs (or 1%);
- reduced local landfill plastic waste by 33,596 bottle; and
- reduced CO2 emissions by 10,612.9764 lbs;

General Services Administration, Public Buildings Service, Northwest/Arctic Region

Michael Virgilio and the Region 5 Utility Dashboards

Saving nearly \$120,000 by uncovering excessive utility billing at the Hammond U.S. Courthouse is only the tip of the iceberg regarding the success of two energy, water, and utilities dashboards designed by Michael Virgilio. Using his mathematics and statistics educational background to program one dashboard in Microsoft Excel and the other in Google Spreadsheets, Virgilio used his dashboards to produce simplified charts and graphs, which help property managers and operations and maintenance contractors quickly spot usage spikes, analyze underlying causes, and apply fixes in a timely manner. Virgilio's Monthly R5 Energy, Water, & Utilities Dashboard – designed in Excel through various iterations over the past four years – uses utility billing data while his Weekly R5 Energy & Water Dashboard – developed in Google Sheets during the past two years – draws on data collected by meters installed on electrical, natural gas, steam, chilled water, and water systems in 50 federal buildings across the six-state region as part of GSA's Advanced Metering Program. Besides the Hammond overbilling, the two dashboards have helped expose many other federal building energy and water issues, including a leaking sprinkler valve in Minneapolis, a leaking toilet valve in Cincinnati, faulty freeze protection programming on a main air handler in Chicago, and another utility overbilling in Urbana, Illinois, together saving the region thousands of gallons of water and thousands of dollars. The

dashboards provide property managers with utility usage data specific to their buildings on both a weekly and monthly basis, enabling them to keep a much closer watch on their building's performance. At the same time, the dashboards provide the region's leadership a macro view of energy and water system performance across a service center, state, or the entire region. Virgilio has presented his dashboards to the other ten GSA regions, helped a few regions create similar dashboards of their own, and shared the dashboards with the GSA Administrator and PBS Commissioner. Virgilio is currently working on several improvements, which will enable the dashboards to capture "power quality" and "power quality events" (spikes or drops) to aid equipment maintenance and to support appeals to local utilities for compensation in the event of equipment damage.



Workplace Innovation

This award recognizes exemplary initiatives, **best practices**, innovations and projects in Workplace Innovation and communicates these cutting-edge ideas to agencies that aim to improve their real property management. Achievements are related to creating workplaces that are focused on the future by fostering environments that incorporate integrated and sustainable approaches, enhances employee and business performance, that result in long-term cost savings and design.



Photo: Inscape demountable partitions

Winner

General Services Administration, Public Buildings Service, Central Region

The Federal Workplace Gets FIT

GSA's Total Workplace Furniture and IT (FIT) Program fuels vigorous optimization of the federal footprint. It minimizes the upfront capital needs of our customers when right-sizing their operations. This is especially helpful when budgets are tight but space reduction requires a certain amount of investment.

New technology and its inherent mobility are the main drivers changing the way we work. Budgets have been slashed, decreasing most agencies' ability to fund upgrades to their IT equipment and infrastructure or replace outdated systems furniture. Lack of technology hinders their ability to use online applications, expand telework, or become mobile within their office. The FIT Program enables agencies to realize the efficiency that technology brings and reduce the size of their office footprint to align with the new need for less space.

How does it work?

FIT is essentially a no-interest loan to the federal community to be used for furniture or IT purchases. The program is designed as a federal-to-federal leasing action; as a result, FIT transactions ease the typical burdens of scoring and obligation requirements.

GSA is leveraging a revolving fund which allows us to amortize the cost of real property over a lease term. FIT requires a multi-year agreement with the customer. The agency is charged via their rent bill for furniture (amortized over five years) and IT (amortized over three years). Ownership transfers to the customer at the end of the agreement.

Who qualifies for FIT?

The FIT program was formed solely to facilitate smarter work in more efficient space across the federal workforce. Restrictions are in place to promote design of a modern work place. Any agency using the program must adopt the following practices for items purchased through FIT:

- Compliance with utilization rate policies developed after 2010. If an internal policy does not exist, the agency must comply with 100-150 usable square feet for the total office and 170 USF for the total space requirement
- Maximum workstation size of 50 SF
- Furniture panels no taller than 54"
- Offices not to exceed 150 SF

What can be purchased through FIT?

The FIT Furniture IDIQ consists of five Functional Areas (FA):

Functional Area		Vendors
FA1	Workplace Furniture	Herman Miller & Steelcase
FA2	Conference Furniture	Kimball
FA3	Filing and Storage	Datum
FA4	Seating	Bialek
FA5	Demountable Partitions	Inscape

IT equipment is a vast market. Each customer's requirements can be totally different. Instead of browsing a master product list, customers evaluate their IT needs and produce a bill of

materials. The FIT IT Team then determines which items can be covered. At its most basic, the FIT Program can fund personal computers, laptops, devices and associated operating systems focused on enabling collaboration and mobility.

What does it cost?

There are no interest charges; however, there is an 8% fee associated with the furniture procurement and a sliding scale fee associated with the IT procurement that averages 5%.

These are standard fees involved with any purchase through GSA's Federal Acquisition Service to cover the cost of procurement.

Workplace Innovation Recognized Entries

Honorable Mention

GSA, Public Buildings Service, Rocky Mountain Region

Region 8 Workplace Team

In a time of austerity and a tightened funding climate in the federal government over the past few years, federal agencies are constantly seeking ways to maximize resources and improve organizational efficiencies. An organization's real estate footprint is one of those vital resources. There is increased scrutiny around federal real estate footprint as illustrated by Office of Management and Budget's (OMB) recent "Reduce the Footprint" memorandum of March 2015. Federal agencies are now taking a deliberate and strategic look at their real estate portfolios and establishing policies and procedures to manage this resource. This has also caused an examination of the quality of federal workspaces as leaders consider the implications of the workplace on employee engagement and productivity.

The workplace plays a crucial role in the support of a federal organization's mission and the exceptional work civil servants do every day on behalf of the American people. The mission of GSA Public Building Service (PBS) is to deliver the best value and expertise in workspace solutions to our federal partners and the American people. GSA is poised to be the experts in real estate acquisition and real estate project delivery. GSA is also poised to partner with its customers to create effective, efficient, and high-performing workspaces.

To align with this opportunity, GSA's Region 8 created a unique regional Workplace Team in the fall of 2012. This is a team of advisors/consultants whose sole purpose is to partner with federal customers in creating mission-focused and engaging workspaces. The team influences customers to make responsible financial decisions around real estate and the workplace, and to take into consideration

organizational goals such as employee engagement, culture, and workplace wellness. The team is comprised of experts who take a holistic view of the workplace as they consult with customers about modern workplace design and solutions, technology, culture, and planning for the future federal workforce. The evolution of this team began with a few part-time resources, and is now comprised of eight (8) full-time resources. The Workplace Team now drives smart and strategic planning of real estate projects for the region and beyond.

Special Achievement

Department of Veterans Affairs Office of Administration

Department of Veterans Affairs Central Office Workspace Optimization

Against a backdrop of Presidential and Office of Management and Budget directives requiring federal agencies to reduce real estate costs, the Department of Veterans Affairs Central Office (VACO) implemented a comprehensive Rent Reduction/Space Optimization Initiative (RRSOI) in October 2012. The initiative was designed to streamline our space footprint, eliminate space from the inventory, reduce annual rent costs, and increase occupancy rates throughout the VACO campus. Over the past three years, a series of space redesign projects were executed across our entire portfolio in order to achieve these goals.

A task force comprised of representatives

from every VACO organization was the decision making element for this initiative. This group has met monthly to develop and plan space realignment projects using data from our annual campus space survey. The first projects that were executed during FY 2013 relocated approximately 1,000 employees throughout the VACO campus in order to terminate our most expensive lease in November 2013. This effort eliminated 85,000 rentable square feet (RSF) from the inventory and saved VA approximately \$5 million annually in rent costs. Further projects throughout FY 2014 and 2015 have allowed more organizations to realign and optimize their space. This resulted in a second lease being terminated in November 2014 eliminating 35,000 RSF from the VACO inventory and saving an additional \$1.9 million in rent annually.

All projects completed over the past three years have used a minimal amount of construction. Instead, the positive results were achieved through the use of more efficient systems furniture, smaller space standards, and a more open office floorplan that minimized the overall cost of the initiative and disruption to employees. These initiatives have also helped to scale back our energy and water consumption. For instance, in FY14, we cut energy by 13% at VACO to far exceed the President's annual 3% goal resulting in the VACO building being ranked by GSA as the best large facility in the National Capital Region for reduced energy consumption.

Space optimization within VACO is a long term

endeavor with the goal of continuing to find ways to reduce the existing footprint. For instance, we are currently pursuing a file digitization initiative to reduce the need for a legacy, paper based filing system and cut space requirements. We have also leveraged geospatial capabilities to integrate our floor plans with Geographic Information System (GIS) solutions to map and visualize real-time data on floor plans, depict square footage by office and workstation, accurately track building occupancy rates, and quickly find and repurpose vacant space. The automated tool also performs interactive queries, models space requirements to determine most efficient way to house staff, and

links to other external databases to identify who occupies space by building.

In short, RRSOI accomplishments included terminating two leases to eliminate 120,000 RSF from our space inventory. Projected rent cost savings over five years from these two leases is \$34.5 million. Our portfolio occupancy rate also increased from 77% in 2012 to 82% in 2014, and rent cost per occupant decreased by \$1,386 in 2014.



GSA Office of Government-wide Policy

